

PLANNING MEETING FOR FY2019

MARCH 20, 2018

REPORT OF PROCEEDINGS



April 3, 2018

PREPARED BY:
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PLANNING & ACCREDITATION SECTION

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PLANNING MEETING FOR FY2019 REPORT OF PROCEEDINGS

INTRODUCTION

The Annual Planning Meeting of the Montgomery County Fire and Rescue Service (MCFRS) was held on March 20, 2018 at the Public Safety Headquarters in the Fire Chief's Conference Room. The meeting was facilitated by Planning and Accreditation Section Manager Scott Gutschick.

Meeting participants included the following MCFRS leaders, managers and staff:

- Fire Chief Scott Goldstein
- Division Chief John Kinsley, Division of Operations
- Division Chief Diane Zuspan, Division of Human Resources
- Division Chief Alan Hinde, Division of Volunteer & Community Services
- Division Chief David Steckel, Division of Support Services
- Division Chief Dominic Del Pozzo, Division of Fiscal Management
- Mr. Scott Gutschick, Manager III, Planning & Accreditation Section
- Mr. Demetrios Vlassopoulos, Accreditation Manager, Planning & Accreditation Section

One month prior to the meeting, participants were asked to prepare for the meeting by:

- Reviewing the MCFRS vision, mission, guiding principles and departmental goals.
- Reviewing the initiatives and priorities found in the *2016-2022 Fire, Rescue, Emergency Medical Services, and Community Risk Reduction Master Plan*.
- Reviewing the MCFRS FY18 Strategic Plan.
- Reviewing Division/Section Goals and Objectives and updating the progress table.
- Identifying 5 priority initiatives to present at the meeting.

MEETING OBJECTIVES AND AGENDA

The primary objectives of the Annual Planning Meeting included the following:

- To validate and modify (as needed) the MCFRS vision, mission, guiding principles, and departmental goals.
- To identify priority initiatives for FY2019 (July 1, 2018 – June 30, 2019) for inclusion in the MCFRS' FY2019 Strategic Plan.

The secondary objectives of the meeting included the following:

- To review and discuss the schedule for preparation of the MCFRS FY19 Strategic Plan.
- To discuss the need for updating the division/section-level goals and objectives during the Fall of 2018.

The agenda for the Annual Planning Meeting included the following elements:

- Validation/modification of MCFRS Vision, Mission, Guiding Principles and Goals
- Impact of CE's Recommended FY19 Operating Budget on MCFRS' FY19 Initiatives
- Priority Initiatives for FY19
- Development of FY19 Strategic Plan
- Updating of Division/Section Goals and Objectives

The actual agenda can be found in Appendix A.

VISION, MISSION, AND GUIDING PRINCIPLES

Vision

*The **vision of the** Montgomery County Fire and Rescue **Service's vision** is to enhance public safety and support quality of life through direct immersion in our communities, effectively blending outreach and education, and by leveraging our career and volunteer workforce to deliver exceptional services and improve our resiliency to meet increased challenges.*

Modifications recommended during the meeting and approved by the Fire Chief are denoted above with grey shading.

Mission

The mission of the Montgomery County Fire and Rescue Service is to provide maximum protection of lives, property and the environment with comprehensive risk reduction programs and safe and effective emergency response provided by highly skilled career and volunteer service providers representing the County's diverse population.

There were no comments concerning the need for modifications, so the existing MCFRS Mission will remain unchanged.

Guiding Principles

Our Montgomery County Fire and Rescue Service providers will:

- *Deliver services to our customers with impartiality and excellence*
- *Promote the highest standards of safety and welfare*
- *Serve with integrity and mutual respect*
- *Promote the efficient and effective utilization of our resources*
- *Continuously improve our skills and capabilities*
- *Be responsible for the honor of our profession and public service*
- *Recognize the importance of diversity of our workforce and communities*
- *Promote equity and harmony among career and volunteer personnel*
- *Maintain and promote open honest communication, creativity, and competence*
- *Continuously improve public confidence and trust*
- *Be accountable and ethical*

Modifications recommended during the meeting and approved by the Fire Chief are denoted above with grey shading.

DEPARTMENTAL GOALS

Departmental goals are shown below, including modifications (shaded in grey) resulting from discussion during the meeting.

OVERARCHING DEPARTMENTAL GOAL

To comprehensively plan for the future needs of the Montgomery County Fire and Rescue Service and its customers by addressing all aspects of MCFRS capabilities to deliver effective and efficient emergency and non-emergency services as well as capabilities to address the functional, developmental, wellness, and safety needs of the organization.

DEPARTMENTAL GOALS

1. To maintain our operational readiness at all times for an all-hazards mission and response capability, including emergency medical services, fire suppression, technical rescue, water/ice rescue, aviation fire-rescue, hazardous material, and explosive device emergency services.
2. To minimize the number of deaths and number/severity of injuries to our customers through a comprehensive, all-hazards, risk reduction strategy implemented through our community outreach program.
3. To ensure that sufficient numbers of personnel, apparatus, equipment, and facilities are in place to effectively and efficiently deliver emergency services and achieve our adopted standards of response coverage.
4. To set a desirable and attainable course for the future through strategic planning and with the establishment and periodic updating of “SMART¹” goals and objectives.
5. To reassess and refine our vision, mission, and guiding principles periodically.
6. To maximize the utilization of our career and volunteer resources to achieve our mission.
7. To deploy and leverage our resources to best serve our customers’ needs while maximizing our effectiveness, efficiency and fiscal responsibility.
8. To ensure the transparency of our business operations and that open lines of communication are maintained with our customers.
9. To create and maintain strong partnerships with the citizenry, businesses, organizations and institutions within Montgomery County so that we may improve our responsiveness to their needs/concerns and leverage their collective capabilities to assist us in our community risk reduction, injury prevention and property protection efforts.
10. To seek and sustain ~~tactical and strategic~~ meaningful partnerships with other County, municipal, regional, State and federal agencies and private sector organizations to enhance our capabilities to prevent, respond to, and mitigate emergency incidents locally and regionally in keeping our homeland safe.
11. To maintain and grow our infrastructure, including facilities, apparatus, equipment, communications systems, and information technology systems to support our mission.

¹ SMART – Specific, Measurable, Attainable, Relevant, and Time-dependent

12. To provide for and enhance the wellness, safety, training, and development of our personnel, including implementation of risk reduction strategies to improve occupational safety and to improve the health and wellness of MCFRS personnel.
13. To ensure that MCFRS continuously recruits the career and volunteer personnel required to effectively deliver our services and programs and undertakes the steps needed to retain these individuals for long-term service to the community.
14. To address the current and projected training needs for career and volunteer leadership and workforce development. This includes classes provided at the Public Safety Training Academy, online training, in-service training, station drills, and classes provided by the Maryland Fire-Rescue Institute.
15. To ensure MCFRS embraces diversity, that our membership is reflective of the community served, and that our environment is open and accepting to all members of the community.
16. To establish an organizational commitment to evaluate, develop, and implement new technologies and innovations on a continuous basis that will enhance the effective delivery of services and performance of business processes.
17. To evaluate our progress, measure our performance, and strive for continual improvement through accreditation, performance measurement, dashboard monitoring, and program appraisal.

IMPACT OF FY19 RECOMMENDED OPERATING BUDGET ON FY19 MCFRS INITIATIVES

Fiscal Management Division Chief Dominic Del Pozzo provided a brief overview of the County Executive's FY19 Recommended Operating Budget as it relates to MCFRS and how this sets the stage for our FY19 strategic initiatives. The CE had recently announced his recommended budget on March 15, five days prior to the MCFRS' annual planning meeting. The Executive's Recommended FY19 Operating Budget for MCFRS is \$211,314,247, a decrease of \$3,548,173 or 1.7 percent from the FY18 Approved Budget of \$214,862,420. The decreased budget recommended for MCFRS includes the following service reductions:

- Removing staffing for paramedic engine service at Hyattstown Station 9.
- Removing aerial ladder service from Hillandale Station 24. [For continuity of operations, this will result in additional weekday staffing for Burtonsville Station 15.]
- Removing staffing for paramedic engine service at Germantown Station 29. [The paramedic will transfer to the Rescue Squad at Station 29.]

Despite these recommended service reductions in FY19, service enhancements that will have been established/funded beginning in April 2018 (FY18Q4) are expected to be fully funded and therefore continued during FY19. These enhancements include:

- Upgrading of the two remaining 3-person engines (E702 and E720) to 4-person paramedic engines.
- Placing in service a paramedic chase car (“ALS725”) at Station 25 and converting Medic 725 to Ambulance 725-Bravo.

The FY19 Approved Operating Budget will not be announced until later in FY18 after it has been finalized and approved by the County Council. Recommended service reductions could be altered or rejected by the County Council.

FY2019 INITIATIVES

During the Planning Meeting, each Division and the Office of the Fire Chief was given the opportunity to identify and briefly describe priority initiatives for FY19. The objective was to provide a macro-level description of the initiatives, with detail to be provided and discussed during subsequent meetings between the Planning & Accreditation Section Manager (who will write the FY19 Strategic Plan), Division Chiefs, and Section Managers. The initiatives of each Division are shown below. The ranking of initiatives was deferred as that will be done by the Fire Chief during the review phase of the draft FY19 Strategic Plan.

DIVISION OF OPERATIONS

D/C Kinsley presented the following FY19 initiatives for the Division of Operations:

1. EMS initiatives:

- Expand the MCNIC3 program.
- Expand use of First Watch™ as applicable to EMS.
- Alternate destination protocol/“cold” responses.

2. ECC initiatives:

- Continue consolidation efforts.
- Improve call-processing times.
- Achieve ACE accreditation.
- Expand use of First Watch™ as applicable to ECC.

3. Staffing initiatives:
 - Continue working toward achieving coefficient of 5.0 FTEs per 24-hour position.
 - Expand EMS supervision capacity.
 - Continue implementation of paramedic chase car deployment.
 - Continue conversion of medic units to ambulances.
 - Address FTE needs at Stations 15 and 40.
 - Create/fill two civilian positions – data analyst; ECC GIS specialist.

DIVISION OF HUMAN RESOURCES

D/C Zuspan presented the following FY19 initiatives for the Division of Human Resources:

1. Training initiatives:
 - Buildout of METRO car prop.
 - Buildout of command competency lab.
 - New flashover simulator.
 - Implement new High School Cadet Program.
 - Online EMT Class – non-instructor led portion of class.
2. Health & Safety initiatives:
 - Create/fill Safety Section positions – B/C, claims manager, additional safety officers.
 - Individualized cardiac risk scores and target treatment options.
 - Educate personnel on firefighter cancer risk and mitigation.
 - Planning for the relocation of FROMS to former District Court building in Rockville.
3. Employee Services and Labor Relations:
 - Finalize and implement case management software.
 - Obtain vehicle for the Recruitment Officer.

DIVISION OF SUPPORT SERVICES

D/C Steckel presented, the following FY19 initiatives for the Division of Support Services:

1. IT initiatives:
 - Telestaff stabilization and integration.
 - Migration of the s-drive.
 - Develop Staff Management System.
 - Develop Case Management System for HR and Internal Affairs.

2. Logistics initiatives:

A. Technical Operations:

- Aggregate data into CAMS system.
- Outfit CCOs with all-band radios.
- Establish inventory of EMS supplies.
- Pursue FTE civilian positions.

B. Property & Supply initiatives:

- Develop searchable database for LFRD property.
- Explore home delivery of certain clothing/gear.
- Recapture gear from non-affiliated LFRD members.

3. CMF initiatives:

- Request additional staffing.
- With Fiscal Management, establish more County contracts for CMF service and parts.
- Procure new fleet management software.
- Develop comprehensive vehicle replacement schedule.
- Automate test/repair records for “HEAT” (hose, equipment, appliances and tools).
- Establish contracts for HEAT.

4. Facilities initiatives:

- Station 25 expansion/remodeling.
- Station 39 POR finalization.
- Station 35 construction process.
- White Flint fire station construction process.
- Level-of-Effort projects.
- Create/fill additional Facilities and Equipment Maintenance Coordinator positions.
- Create/fill CIP Manager position separate from current shared CIP and Facilities Manager position.

DIVISION OF VOLUNTEER & COMMUNITY SERVICES

D/C Hinde submitted the following FY19 initiatives for the Division of Volunteer & Community Services:

1. Community Risk Reduction initiatives:

- Redesign of the Safety in Our Neighborhood program.
- Use of in-service companies for Saturday CRR visits.
- Focus on special needs and senior populations.
- Develop community-based outreach approach that connects station personnel to community organizations and schools.

- Work with MCPS concerning CRR for Title 1 schools.
 - Complete CRR data tracking system (grant-funded) and implementation of system on apparatus.
 - Develop CRR distance learning using multi-media.
 - Fill vacant positions – Child Safety Seat Program Manager, others.
2. Volunteer Services initiatives:
- Enhanced volunteer staffing at Stations 2, 6, 13, 14 and 24, including staffing plans.
 - Reduce FTRs at Stations 15, 17 and 40.
 - Fill vacant positions – LOSAP Administrator, Planning Manager.

DIVISION OF FISCAL MANAGEMENT

D/C Del Pozzo presented the following FY19 initiatives for the Division of Fiscal Management:

1. Develop additional redundancy for key roles within the Division.
2. With Support Services, establish more County contracts for CMF-related service and parts.
3. Fill vacant positions:
 - Grants position
 - Accountant
 - OSC
4. EMS-T compliance with Medicare regulations.
5. Maximize cost recovery for EMS-T.
6. Compliance with budget & fiscal guidelines and procurement regulations.

OFFICE OF THE FIRE CHIEF, PLANNING & ACCREDITATION SECTION

Section Manager Scott Gutschick presented the following initiatives for the Planning & Accreditation Section:

1. Accreditation initiatives:
 - Achieve reaccreditation (appear before the CFAI Board at FRI Conference).
 - Address recommendations made by 2018 Peer Assessment Team.
 - Annual program appraisals for Category 5 programs.
 - 2019 Annual Compliance Report (to be submitted to CFAI by 7-15-19).

2. Planning initiatives:

- FY18 update of performance & accountability data in BASIS – due Fall 2019.
- Update division/section goals and objectives.
- Prepare FY20 Strategic Plan.
- Develop additional headline performance measures with SMEs.
- Participate in site evaluation for Montgomery Village Station 39.
- Mass transit system planning/design input – Purple Line, Corridor Cities Transitway.
- Community master plans input.

OFFICE OF THE FIRE CHIEF, INTERNAL AFFAIRS

Scott Gutschick presented the following initiative for the Office of Internal Affairs based upon input provided by Internal Affairs Manager Michael Brady:

- Development of case management software program – joint initiative with IT and HR.

OFFICE OF THE FIRE CHIEF, PUBLIC INFORMATION OFFICE

Scott Gutschick presented the following initiatives for the Public Information Office based upon input provided by PIO Pete Piringer:

1. Re-evaluate, modify and expand social media platforms: Twitter, Facebook, blogs, etc.
2. Solidify partnerships with residents, businesses, organizations and institutions.
3. Expand cadre of on-duty and standby PIOs.

FY18 STRATEGIC PLAN PREPARATION

Planning & Accreditation Section Manager Scott Gutschick presented to Planning Meeting participants the methodology and schedule for developing and finalizing the FY19 Strategic Plan. The development schedule is shown in Figure 1 on page 11. Before the first draft is written, Mr. Gutschick will meet individually with each Division Chief and/or their section managers (per Division Chief's prerogative) to discuss the specifics of each initiative to obtain sufficient detail for inclusion in the Strategic Plan.

Figure 1 – Strategic Plan Development Timeline

<u>Milestone</u>	<u>Completion Date</u>
Meet individually with D/Cs, Section Managers and SMEs, as needed	4/12/18
Complete Draft #1	4/30/18
Distribute Draft #1 to Division Chiefs for review & comment	05/1/18
Reviewers' comments on Draft #1 due	5/15/18
Complete Draft #2 (based on comments received)	5/24/18
Submit Draft #2 to Fire Chief for review and comment	5/25/18
Complete Final Plan (based on Fire Chief's comments); resubmit to Chief	6/14/18
Obtain final approval by Fire Chief	6/25/18
Disseminate plan via email and QuickLinks	6/29/18

DIVISION/SECTION GOALS & OBJECTIVES

Scott Gutschick informed the Division Chiefs that goals and objectives of the Divisions and Sections needed to be reviewed and updated. Doing so will meet an accreditation maintenance requirement as well as a departmental best practice. Updating of the Division/Section goals and objectives will also bring them in alignment with the vision, mission, guiding principles, and department-wide goals that were updated slightly during this Annual Planning Meeting.

Mr. Gutschick informed meeting participants that updates would be addressed during the Fall of 2018 (specific date to be announced).

APPENDIX A

AGENDA FOR PLANNING MEETING FOR FY2019 MARCH 20, 2018

- I. Purpose of Meeting
- II. MCFRS Vision, Mission, Guiding Principles and Goals [Handout]
 - A. Review each
 - B. Validate or modify
- III. Impact of CE's Recommended FY19 Budget on MCFRS' Initiatives [Del Pozzo]
 - A. Review initiatives/changes highlighted in CE's budget
 - B. Impact on ongoing and future MCFRS initiatives
- IV. Priority Initiatives for FY19, including carryover initiatives from FY18 Plan
 - A. Operations Division
 - B. Human Resources Division
 - C. Support Services Division
 - D. Volunteer & Community Services Division
 - E. Fiscal Management Division
 - F. Office of the Fire Chief
- V. Development of FY19 Strategic Plan
 - A. Follow-up with D/Cs, Section Managers & SMEs for details of initiatives
 - B. Schedule for completion and approval of FY19 plan [Handout]
- VI. Updating of Division/Section Goals and Objectives (G&Os)
 - A. Updating of G&Os
 - B. Schedule for completion and approval of updated G&Os – Fall 2018
- VII. Adjournment